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E&E MANUFACTURING

E&E Manufacturing Company is the first automotive stamping plant in the nation, out of more than 1,000 sites, to receive the VPP Star Award!

On March 23, 2004, **OSHA Assistant Secretary John Henshaw** and **DLEG Director David Hollister** presented E&E Manufacturing Company, Inc. of Plymouth with the Michigan Voluntary Protection Program (VPP) Star Award for workplace safety and health excellence.

"VPP is a roadmap to safety and health excellence, and we know that companies in VPP have injury and illness rates more than 50 percent below the averages for their industries," said Assistant Secretary of Labor for Occupational Safety and Health John Henshaw. "E&E is now proudly joining the ranks of VPP companies that go beyond OSHA requirements by making safety and health an integral part of their company culture."

Secretary Henshaw and Director Hollister presented the award to **E&E Presi-**

dent and Owner Wes Smith and **EHS Manager Richard Sbroglia**. Employees raised the VPP Star Flag during the ceremony.

"By winning this award, the E&E team shows that it deeply cares about the associates who work here and the importance of safety on the job site," said Wes Smith. "These tests and inspections are incredibly thorough, and we passed them with flying colors. E&E has been and will continue to be a leading advocate for worker safety. It's just good business."

The Best of the Best

The **Michigan Voluntary Protection Program (VPP) Star Award** for exemplary safety and health programs is awarded by the Michigan Occupational Safety and Health Administration (MIOSHA). The MIOSHA program is part of the Michigan Department of Labor & Economic Growth (DLEG).

"I am honored to welcome E&E Manufacturing into this exceptional group of Michigan companies who have outstanding workplace safety and health programs," said DLEG Director Hollister. "Manufacturing matters in Michigan. Your commitment is proof that focusing on safety up front is a sound business decision."

State and local elected officials, corporate leaders, as well as MIOSHA representatives, were on hand to congratulate E&E employees and management on their outstanding achievement.

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E&E Manufacturing believes in protecting the safety and health of its workers, because they are essential to the company's growth and success.

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From the Bureau Director's Desk

*By: Douglas J. Kalinowski, Director
Bureau of Safety & Regulation*



Safety and Health Heroes Making a Difference in Michigan

Every adult and every child can identify many "heroes" in sports, movies and television. We routinely salute and admire people who break athletic records, win championships or accomplish outstanding acting performances.

While we can all agree that these accomplishments required years of very, very hard work, some other heroes in this country do not typically receive the kudos that they truly deserve. These are the people that have also worked very, very hard to help ensure that our workers go home every day safe and healthy.

The cover article in this issue is the story of E&E Manufacturing Company, Inc. A family-owned company, they are the first stamping operation in the United States to be awarded Voluntary Protection Program (VPP) Star recognition. The Michigan VPP recognizes employers and their employees who have achieved the "best of the best" in worker safety and health.

Michigan VPP status is awarded to facilities that have implemented a comprehensive and effective safety and health management systems, along with an injury and illnesses record that is lower than others in the same industry. An effective safety and health management system requires:

- Management commitment,
- Employee involvement,
- Employee training,
- Worksite analysis, and
- Hazard recognition and control.

Defining a Corporate Culture

The last four parts of this system will not and cannot be thoroughly effective without the first – management commitment. The success of Michigan VPP Star companies is directly linked to management's dedication and belief in the program. Star companies have found first-hand that the program reduces injuries and illnesses, saves lives, positively impacts the company's bottom line, and ultimately keeps safe, productive jobs in Michigan.

Wes Smith, President of E&E Manufacturing, emphasized his dedication and commitment in his acceptance of the Michigan VPP award. A small portion of what he said included, "When asked, why did E&E go for the Star award, I had to think back to a meeting that was held over five years ago by 50 of our associates to describe and define our corporate culture. The first word they identified

was 'safety,' followed by fairness, hard work, and respect...Our corporate culture also defines ours, and what should be everyone's, corporate responsibilities. The ultimate responsibility of a corporation should be to its community and employees. Many companies still provide jobs to Americans, still contribute to charities and invest in their communities. I believe that as a business leader, this is our calling."

Smith's leadership positively impacts his 280 employees, their families and the Plymouth, Michigan community. Of course, he does not accomplish this alone. He has the support of a committed management team and every employee in the company. This is extremely laudable with today's concerns of outsourcing, staff reductions and relocations.

Reaching a Higher Level

As highlighted in the Fall 2003 issue of MIOSHA News, Birchwood Construction Company is another employer who has taken employee safety and health to a high level. Birchwood, a residential construction company, had difficulty obtaining workers' compensation insurance in 2000.

By enlisting some assistance from MIOSHA consultants and implementing a strong safety and health management system, dramatic results followed. Dave Heinz, Safety Coordinator for Birchwood, stated, "We went from losing our workers' compensation insurance and paying fines to being sought after by insurance carriers in just over three years." In that three-year period, Birchwood Construction Company also grew from 70 to 130 full-time employees.

Making a Difference

Wes Smith and all of the people at E&E are heroes in today's world that probably do not receive the recognition that they have earned and deserve. The same is true for Dave Heinz and all of the committed employees at Birchwood.

To date, the MIOSHA program has only formally recognized companies that have achieved Michigan VPP status. However, I am very confident that there are many, many others who work diligently every year, every month, every day to have a workplace that prevents injuries, illnesses and fatalities – to make a difference. We must recognize and salute these leaders and their employees for their commitment and dedication.

Douglas J. Kalinowski

WATER TOWER FATALITY

MIOSHA Cites CB&I Water for Fatal Water Tower Fall with Proposed Penalties of \$110,000

On April 21, 2004, Michigan Department of Labor & Economic Growth (DLEG) Director **David C. Hollister** announced the Michigan Occupational Safety and Health Administration (MIOSHA) cited CB&I Water of Plainfield, Illinois, with \$110,000 in proposed penalties for allegedly failing to adequately protect employees from falls and other safety hazards.

"Three workers employed by this company—in Texas, Illinois and Michigan—fell to their deaths in 11 months, between Nov. 26, 2002 and Oct. 21, 2003," said DLEG Director Hollister. "This outrageous cluster of fatalities provides tragic documentation that CB&I Water has a complete disregard, on the corporate level, for protecting their workers."

Fatal Fall

On Oct. 21, 2003, CB&I Water was completing the construction of a water tower in Mason, with eight workers on site. During the morning, three workers and a supervisor were working on top of the 189-foot water tower. After lunch 22-year-old **Jesse Nunez**, who had worked for the company about eight weeks, and another worker returned to work on the tower.

The other worker was welding on the hatch side of the tower, with his hood down. Nunez used the grinder most of the morning, and continued grinding alone on the other side of the tower. When the supervisor returned to the top, he noticed Nunez was missing and discovered that he had fallen off the tower. Emergency personnel pronounced Nunez dead at the scene.

Violations & Penalties

As a result of the accident investigation by the MIOSHA Construction Safety and Health Division, two willful and three serious violations are recommended, with total proposed

penalties of \$110,000. The willful violations are for: Failure to monitor the activity of a new employee doing a new work task; and Failure to train in a specific type of rigging for fall protection.

The serious violations are for: Failure to check the construction site for unsafe conditions; Barricades not provided where material is dropped from the top of the tower to the ground; and No fall protection used when workers are exposed to falls of more than six feet.

A willful violation is one committed with an intentional disregard of the requirements of MIOSHA regulations, or plain indifference to employee safety and health. A serious violation exists where there is a substantial probability that serious physical harm or death can result to an employee.

Worker Protection

"Young workers are extremely vulnerable when they are working in high-hazard situations. Employers are obligated to supervise their work activities and to assure they are provided a safe work environment," said **MIOSHA Director Doug Kalinowski**. "Jesse Nunez could be alive today if this company had exercised its employer responsibilities."

Construction is one of the most hazardous industries in Michigan. There were 24 construction fatalities in 2003—six of them caused by falls. MIOSHA construction standards require employers to have a comprehensive and implemented accident prevention program to reduce serious or fatal injuries. At a minimum, employers must:

- Incorporate safety in work planning,
- Identify all fall hazards at a worksite,
- Conduct safety inspections regularly,
- Train employees in recognizing and avoiding unsafe work conditions, and
- Provide employees with appropriate protective equipment and train them in its use.

"CB&I Water has a corporate safety and health program that includes employee training. However, a safety and health program is only effective if management is committed to employee safety and works diligently to protect their workers," said Kalinowski. "This company's case history of extensive worker injuries and fatalities is a compelling and indisputable record that their safety program is not working."

The company has 15 working days from receipt of the citations to comply or contest the violations and penalties. ■

Fall Hazards

Falls are one of the leading causes of fatalities in the construction industry. An average of 362 fatal falls occurred each year nationwide from 1995 to 1999. MIOSHA has investigated 26 fatalities over the three-year period from 2001 through 2003, related to falls at construction work sites.

Almost all construction work sites have unprotected sides and edges, wall openings, or floor holes at some point during construction. If these sides and openings are not protected at the work site, injuries from falls or falling objects may result, ranging from sprains and contusions to death.

MIOSHA Part 1, General Rules, Rule 114 requires an Accident Prevention Program at every construction work site which must address fall hazards. MIOSHA, Part 45, Fall Protection, addresses minimum requirements and criteria for fall protection at construction workplaces.

How To Avoid Hazards

- Use at least one of the following whenever employees are exposed to a fall of six feet or more above a lower level: Guardrail Systems; Safety Net Systems; Fall Arrest Systems.
- Cover or guard floor holes as soon as they are created during new construction.
- For existing structures, survey the site before working and continually audit as work continues. Guard or cover any openings or holes immediately.
- Construct all floor hole covers so they will effectively support two times the weight of employees, equipment, and materials that may be imposed on the cover at any one time.
- In general, it is better to provide fall prevention systems, such as guardrails, than fall protection systems, such as safety nets or fall arrest devices, because they provide more positive safety means.

Construction Safety Services

The **CET Division** provides consultants who can help employers across the state address the hazards associated with the construction industry. To request CET Division construction safety services, please call 517.322.1809.



CB&I Water employee **Jesse Nunez** fell to his death while working on the construction of this water tower in Mason.

Tragic Double Amputation

MIOSHA Fines M2, Inc. \$159,500 Following Double Amputation in Mancelona Stamping Plant

On March 9, 2004, Michigan Occupational Safety and Health Administration (MIOSHA) cited M2, Inc. of Mancelona with \$159,500 in proposed penalties for allegedly failing to adequately protect employees from amputations and other safety hazards. The MIOSHA program is part of the Michigan Department of Labor & Economic Growth (DLEG).

On Nov. 5, 2003, a 22-year-old M2, Inc. employee was assigned to operate a Bliss OBI 100-ton press. She was employed by the company as an assembler, had not run a press previously, and had received no training on the safe operation of the press. As she leaned into the press to remove a set of stampings, the press cycled and both of her hands and arms were amputated midway to her elbow. It took the company more than 15 minutes to free her from the press.

"A young Michigan worker will never have the use of her hands because this company callously ignored the hazards associated with power press operations," said DLEG Director **David C. Hollister**. "This tragic accident could have been prevented. Employers must take all necessary precautions to protect their workers from the hazards of dangerous powered machinery."

Part 24 Requires Worker Protection

M2, Inc. is an automotive stamping plant and employs about 50 workers, with nearly half involved in press operations. Their Standard Industrial Classification (SIC) Code

3465 – Automotive Stampings, is classified as a high-hazard industry. The firm has 18 mechanical power presses and produces metal brackets, with some sub-assembly. M2, Inc. was formerly known as Mancelona Manufacturing and recently changed their name to Maverick Metals.

MIOSHA Part 24, Mechanical Power Presses, is a comprehensive standard that provides detailed procedures for employers to protect their workers who operate mechanical power presses. The standard requires employers to train operators in the safe method of work before starting any operation. The employer is required to ensure that correct operating procedures are being followed, that all required safeguards are installed, and that the safeguards are functional and being used.

Part 24 requires employers to establish and follow an inspection program for each press to ensure that its parts, auxiliary equipment, and safeguards are in safe operating condition. An inspection must be conducted at least semiannually. The standard also requires the employer to submit a report to MIOSHA for all point of operation injuries within 30 days of the occurrence.

Accident Investigation

After the accident, the company conducted a test of the equipment used by the operator and concluded that the injured worker's flannel shirt, which was untucked, came into contact with the sensor type two-hand controls that were not guarded against accidental activation.

M2, Inc. provided official notification to MIOSHA following the accident and MIOSHA initiated an accident investigation on Nov. 11, 2003. MIOSHA conducted a full scheduled inspection of the facility, in conjunction with the accident investigation, which also identified serious issues related to the company's press operations.

Contrary to MIOSHA requirements, press controls were not fixed or guarded. Instead controls were placed against the press, making it possible for the employee's shirt to make contact with the controls while she leaned into the press to remove the stampings.

The MIOSHA investigation found that the employer acquired the press from another company in Traverse City approximately two years earlier. The employer did not obtain the key to the control box for the press, and indicated that it must still be in Traverse City with the previous owner. During the inspection, the employer sent an employee to the previous owner of the press and obtained the key for the brake monitor box. Subsequently, for the past two years, the brake monitor has not been inspected and the safety distance for the controls not calculated or applied.

M2, Inc. has previous MIOSHA inspection history and was well aware of the requirements of the mechanical power press standard. Their inspection history includes:

- October 1999** – Scheduled Inspection,
- October 1994** – Scheduled and Complaint Inspections,
- July 1992** – Scheduled and Complaint Inspections.

Nonetheless, at the time of the accident and the scheduled inspection, the company had six willful violations of the mechanical power press standard including: a lack of press inspections, failure to ensure proper safety distance, failure to secure press controls, and inadequate operator training.

Violations & Penalties

As a result of the accident investigation and the scheduled inspection by the General Industry Safety and Health Division, six Willful, 27 Serious, and 25 Other-than-Serious violations are recommended, with a total proposed penalty of \$159,500.

Accident Investigation Citations:

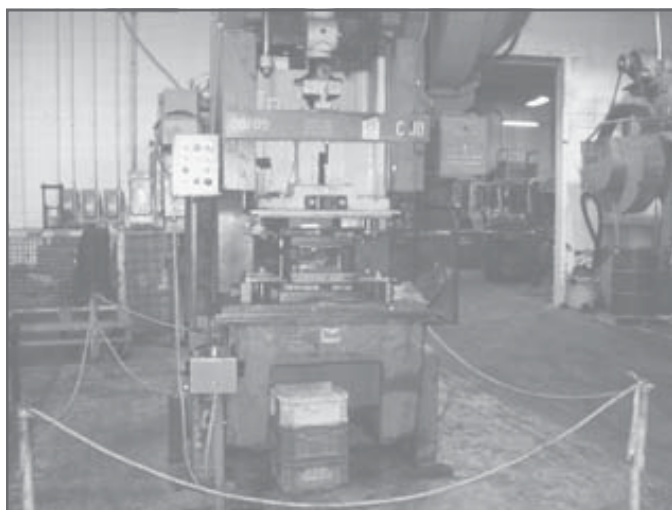
4 Willful Violations	\$ 70,000
1 Serious Violation	2,500
Proposed Penalty Sub Total	\$72,500

Scheduled Inspection Citations:

2 Willful Violations	\$35,000
26 Serious Violations	\$52,000
25 Other-than-Serious Violations	\$0
Proposed Penalty Sub Total	\$ 87,000

Total Proposed Penalty \$159,500

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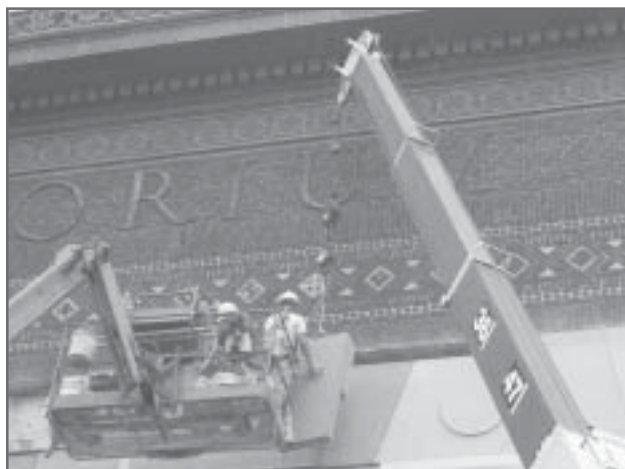
A 22-year-old M2, Inc. employee's hands and arms were amputated on this 100-ton power press, because she was not trained in press operation and the press was not properly guarded.

Safety & Health Success Stories

By: *Sheila Ide, Supervisor
Consultation Education & Training Division*

"What really happens when my company implements a comprehensive safety and health management system? Doesn't it cost money to buy personal protective equipment, investigate and implement new tool designs and work methods? We hire intelligent people—they should know how to do their job. Is it really my responsibility to make them work safer?"

Would a few success stories help you in selling your management on the cost benefits of such a "radical" move?



Western Waterproofing employees are well protected as they replace the stone on Hill Auditorium on the University of Michigan campus.

The MIOSHA Consultation Education and Training (CET) Division has helped countless companies develop and implement a safety and health management system. We offer the success stories below to highlight the significant contribution a proactive safety and health program can make to a company's bottom line.

Birchwood Construction Company

If you talk to **Birchwood Construction** (Winter 2004 MIOSHA News), you will get a different perspective on why a safety and health management system can affect your bottom line. **Birchwood** in Harbor Springs was without workers' compensation coverage and facing possible shutdown until they started making safety and health an integral part of their production. They turned to MIOSHA's Consultation Education and Training (CET) Division for help.

According to Birchwood Construction Company Safety Coordinator **Dave Heinz**, "We didn't know what to do or where to turn. When we found MIOSHA it was like finding a gold mine for us. We went from losing our workers' compensation insurance and paying fines, to being

sought after by insurance carriers, in just over three years! Our success is a result of the help we received from MIOSHA's CET Division construction safety consultants." In that three-year period of time, Birchwood Construction grew from 70 to 130 full-time employees.

Western Waterproofing

Bob Mazur, owner of **Western Waterproofing** in Livonia, went from 17 employees 20 years ago to over 400 today, and dropped a Modification Rate of 1.48 to .45 in the last 10 years. MOD rates are used by insurers to determine the premium for workers compensation. With one (1) being the expected rate of injury, anything over one is a bad performer, and anything under a one is a very safe company with correspondingly cheaper work-comp premiums.

Mazur attributes his ability to retain trained and motivated workers in part to his emphasis on safety in every job his company undertakes. Now the company is large enough to control the worksite and influence other contractors to follow his rules. For instance, new employees sport a bright orange hard hat to indicate their new hire status. This allows the veteran workers to mentor and watch out for the inexperienced workers.

It is quite a ceremony when "newbies" receive their new hats. Those who do not follow the rules, attend safety team meetings or complete mandated training do not last long at Western. CET Consultant **Patrick Sullivan** who has worked with **Western Waterproofing** said, "Mazur's business really started turning around when he incorporated safety into the corporation!"

Lacks Enterprises, Inc.

A Grand Rapids company, **Lacks Enterprises, Inc.**, with 13 plants and almost 2,000 employees, reduced their ergonomic-related injuries from 62 in 1997 to zero in 2003! They attribute their success to significant management commitment and resources, to create specialized ergo committees, job safety analysis and job redesign.

Lacks decided to run a pilot ergonomics program in one of their facilities. The pilot was so successful they quickly incor-

porated an ergonomics program in the other 12 plants. Ergonomic committees were formed, and a ripple effect of involvement and ergonomic success occurred at the other plants. Today, all facilities conduct self-audits on a continuing basis to identify ergonomic risk factors, and develop solutions.

Lacks experimented to identify the specific ergonomic practices that worked. They re-designed their work environment and workflow to minimize ergonomic risk factors. "The changes have benefitted both our employees and the corporation," said Director of Human Resources **Roger Andrzejewski**. "Since 1997, we've reduced the number of cumulative repetitive trauma disorder claims by over 93 percent. That translates to healthier employees and about \$900,000 in annual savings for the corporation."

Brass Craft Manufacturing

Brass Craft Manufacturing's Brownstown plant went from 22 recordable incidents to zero in four years and received the CET Silver Award for one year without a lost time accident. By dramatically reducing their injuries, their workers' compensation costs dropped from \$250,000 in 1997 to \$811 in 1999!

The Brownstown plant's improvements came from several areas, including: near-miss/hazard reports, safety committee suggestions, and corporate health and safety recommendations. "Our safety success is the result of a total team effort by all of the employees at our facility, along with the total commitment by upper management. Our success didn't happen overnight. It took a concerted effort by everyone to change our safety culture to one that firmly believes that safety is everyone's responsibility," said **Ron Roman**, Human Resources Manager.

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Ron Roman, Human Resources Manager at Brass Craft's Brownstown plant demonstrates a glue gun designed to reduce ergonomic injuries.

Reducing Ergonomic Risks

Successful Implementation of No-Lift Policies at Michigan Healthcare Facilities

By: Suellen Cook, Safety Consultant
Consultation Education & Training Division

The **National Ergonomics Conference and Exposition (NECE)**, the largest ergonomics event in North America, was held in Las Vegas, December 8-11, 2004. The conference offered the more than 1,000 attendees a variety of educational opportunities including over 80 conference workshops, vendor exhibitions, and keynote presentations from leaders at Hasbro, ChevronTexaco, and ConAgra, Inc.

Representing MIOSHA at the conference, I presented a 90-minute program on **"Reducing Risk in Long-Term Care Facilities."** The session described best practices and success stories from 16 different long-term care facilities in Michigan. A common theme for all of the recognized facilities focused on reducing high-risk methods of resident lifting and repositioning.

Attendees at this session gained valuable information on: increasing management and employee involvement with the ergonomics program; employing strategies that increase staff's ability to evaluate potential ergonomic risks; maximizing efforts through effective documentation; and prioritizing risks and identifying cost effective controls.

Decreasing Supply of Healthcare Workers

Healthcare providers in hospitals and long-term care settings are facing difficult trends. In the next 50 years, the U.S. will see an increase in the elderly population from eight million in 2000 to 19 million in 2050.

A recent report presented to Congress on

May 14, 2003, titled, **"The Future Supply of Long-Term Care Workers in Relation to the Aging Baby Boom Generation,"** was prepared by the Department of Health and Human Services, the Centers for Medicare and Medicaid Services, the Health Resource and Services Administration, the Department of Labor, the Office of the Assistant Secretary for Policy, the Bureau of Labor Statistics and the Employment and Training Administration.

According to the report, "The total number of Americans in need of long-term care is expected to rise from 13 million in 2000 to 27 million in 2050." With this increase in the number of individuals requiring long-term care, the report estimates that by 2050, the number of direct care workers needed to staff long-term care facilities will have to increase by 200 to 242 percent from the year 2000.

The current and future supply of RNs and LPNs is constrained due to a number of reasons: fewer nurses in the training pipeline; lengthy training required to complete an education; shortage of nursing faculty available to teach RNs and LPNs; low job satisfaction; complex regulatory environment in nursing homes; lack of training and continuing education opportunities related to long-term care populations; and an aging workforce. According to the American Nurses Association (ANA), 66 percent of all nurses today are 41 to 60 years old.

The current and future supply of certified nurses aids (CNAs) is also constrained due to a number of reasons: high turnover due to competitive wage issues; strenuous physical demands and high injury rates from working in nursing homes; inadequate staffing levels; lack of respect and feeling undervalued by management; inadequate training; limited job mobility; and less likely to have employer-sponsored health insurance or pensions.

Reducing Ergonomic Injuries

Direct care workers face a high risk of back, shoulder and neck injuries due to lifting and repositioning residents and patients. Traditional methods for addressing work-related ergonomic risk factors in healthcare, such as training or focusing on proper body mechanics to prevent back injuries, have been ineffective in reducing back injuries in healthcare workers.



Sally Haggadone, C.N.A., demonstrates the equipment used in their lift-free program at Hilltop Manor, Roscommon.

Even with all of these challenges facing direct care workers and long-term care facilities, many healthcare institutions in Michigan have successfully implemented safety and health programs and have prevented injuries by creating a lift-free environment. Michigan does not have an ergonomic standard requiring a lift-free environment or the use of lift-assist equipment; however, MIOSHA recommends that manual lifting of patients and residents be minimized in all cases and eliminated when feasible.

Hospitals, nursing homes and long-term care facilities can successfully reduce the frequency and severity of injuries in the workplace and reduce workers' compensation costs. Success requires management commitment; active employee involvement; identification of problems; implementation of solutions, training, adequate lift assist equipment; and on-going evaluation of efforts.

Gratiot Community Hospital

One of the facilities highlighted during the NECE conference presentation was Gratiot Community Hospital, a 142-bed acute care facility located in Alma. Gratiot implemented a comprehensive program in back injury prevention with a kick-off on July 14, 2003. **Lyn Boyce, R.N., B.S.N.**, Quality and Performance Improvement Manager, wanted a lift program that involved more than just purchasing equipment and showing a video on how to use a lift properly.

Ms. Boyce wanted a culture change and she

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CET Safety Consultant Suellen Cook presented "Reducing Risk in Long-Term Care Facilities" at the National Ergonomics Conference and Exposition in Las Vegas.

The Bottom Line

Workplace Safety and Health Makes Good Business Sense

GRATIOT HEALTH SYSTEM – ALMA

Healthcare has changed dramatically since 1955, when Gratiot Community Hospital welcomed its first patient. However, Gratiot Community Hospital, has kept pace with those changes, undergoing continual improvement to ensure the best care for their patients.

What started out as a small community hospital has grown into a network of care—Gratiot Health System (GHS)—providing a multitude of healthcare services throughout mid-Michigan and beyond. The mission of GHS is to provide exemplary healthcare through collaboration, leadership, and innovation in a dynamic environment. With a multi-specialty medical staff, specialized care is available close to home.

Services at GHS include: Dialysis, Cardiopulmonary, Diagnostic Testing, Sleep Disorder Center, Home Medical Equipment, Home Care, Hospice and Lifeline, Occupational Health, Pain Management Center, Cardiac and Pulmonary Rehabilitation, Physical Rehabilitation, Inpatient Medical Rehabilitation, Psychiatry, Cardiac Catheterization, Emergency Room, Walk in Clinic, and MRI. At Gratiot Health System, patients receive “large-city medical care” in a “small-town atmosphere.”

“Outstanding Safety Achievement Award”

In March 2004, GHS was awarded the Michigan Hospital Association’s “Outstanding Safety Achievement Award” for their successful implementation of a comprehensive lifting and ergonomic program. This program was initiated to reduce lifting, transfer, and mobility (LTM) injuries.

The prestigious award was a result of many accomplishments. Beginning in September 2002, GHS formed a task force to develop a comprehensive LTM program that would meet the specific needs of GHS. The program included training, lifting equipment, devices, and facility renovations to safely care for patients, and to assist in preventing injuries to their employees.

With management commitment and direct care staff involvement, GHS brought in multiple equipment vendors, set up and displayed the equipment in the auditorium, and set aside an entire day for staff to use the lift assist equipment. Management and staff reviewed vendor proposals and employee feedback on the lift assist equipment.

Gratiot’s management committed \$250,000 for lift-assist equipment over three years. In April 2003, GHS administrators approved a comprehensive partnership with the ARJO/Diligent companies to purchase lifting equipment, renovate several areas of the facility, and

to provide comprehensive training and support over the next three years to make GHS a lift-free facility. A variety of lifts were purchased for each area of the hospital, depending on the needs of the particular unit. Staff training was conducted, and the program went live on July 14, 2003.

Reduction in Back Injuries

GHS saw an immediate and dramatic reduction in LTM injuries. LTM injuries are monitored closely and ongoing education is completed when problems are identified. GHS to date has seen a 62 percent reduction in its LTM injuries since the beginning of the program in July 2003. GHS’s new no-lift policy constitutes a major change in their loss prevention program that is expected to have a significant impact on the safety of employees and patients.

Staff reception of the lift program has been overwhelmingly positive. It also has been an effective tool to recruit nursing staff to work at the health system, as employees are proud to work in a progressive facility that is concerned about keeping them safe. GHS has shown that they truly believe their employees are their most valuable resource.

CET Safety Consultant Suellen Cook recommended GHS for this article. “They are an outstanding facility that has successfully reduced their ergonomic injuries,” said Cook.



All GHS clinical staff were trained on the lift-assist equipment before they kicked off their back injury prevention program on July 14, 2003.

This column features successful Michigan companies that have established a comprehensive safety and health program which positively impacts their bottom line. An accident-free work environment is not achieved by good luck—but by good planning! Creating a safe and healthy workplace takes as much attention as any aspect of running a business. Some positive benefits include: less injuries and illnesses, lower workers’ compensation costs, increased production, increased employee morale, and lower absenteeism.

Dangerous Excavations

By: Robert Pawlowski, CIH, CSP, Director
Construction Safety and Health Division

On January 7, 2003, employees of plumbing contractor **Precision Plumbing, Inc.** were working in an excavation installing a sewer pipe in Ingham County. The excavation was 12 to 13 feet deep, approximately six feet wide and had near vertical side-walls. One employee was in the trench when the south side of the excavation caved in, completely covering the employee. This accident resulted in the death of a 43-year-old employee.

On May 20, 2003, a two-man crew of contractor **Reiner Wedel Custom Home** was installing a four-inch sewer line for a new residential housing unit in Shiawassee County. The excavation was 10 feet deep, 50 feet long and approximately eight feet wide. Soil conditions were heavy damp soil and clay over sand. The sides of the excavation were nearly vertical. One employee was working in the excavation connecting the 4-inch sewer line when the side of the excavation caved in and buried him. This accident resulted in the death of an 18-year-old employee.

So what do the two incidents described above have in common? In both cases the employers failed to have an adequate Accident Prevention Program and failed to properly slope or shore the sides of the excavation to prevent the sides from caving in.

Excavation Hazards

Cave-ins are perhaps the most feared trenching hazard. MIOSHA has investigated five fatal trench cave-in accidents in the three-year period of 2001 through 2003. However, other potentially fatal hazards exist in trenching and excavation operations, including:

- Asphyxiation due to lack of oxygen in a confined space,
- Inhalation of toxic fumes,
- Drowning, etc., and
- Electrocution or explosions due to workers contacting underground utilities.

MIOSHA requires that workers in trenches and excavations be protected, and that safety and health programs address the variety of hazards they face. MIOSHA Part 1, General Rules, Rule 114, requires an Accident Prevention Program at every construction work site.

Pre-Job Planning

Pre-job planning is vital to accident-free trenching; safety cannot be improvised as work progresses. The following concerns must be ad-

ressed by a competent person:

- Evaluate soil conditions and select and construct appropriate protective systems in accordance with MIOSHA Part 9, Excavation, Trenching and Shoring. Appropriate protective systems to prevent a cave-in may include trench boxes, shoring, shields, benching and/or appropriate sloping of trenches.

- Preplan; contact utilities (e.g., gas, electric) to locate underground lines, plan for traffic control when necessary, and determine proximity to structures that could affect choice of protective systems.

- Test for low oxygen, and hazardous gases and vapors, especially when gasoline engine-driven equipment is used in the excavation, or when soil has been contaminated by leaking lines or storage



BAD EXCAVATION—This excavation at Lawrence Clark, Inc.'s Grafton Road location generated four willful violations for unsafe conditions which endangered their employees.

tanks. Fossil fuel powered equipment produces carbon monoxide in exhaust and must not be used without adequate ventilation. Provide appropriate respiratory protection when necessary.

- Provide safe access into and out of the excavation.

- Provide appropriate protections if water accumulation is a problem.

- Inspect the site daily at the start of each shift, following a rainstorm, or if any other event occurs which may create a new hazard.

- Keep excavations open the minimum amount of time needed to complete the operations.

Case Studies

Below are case studies of two investigations by the MIOSHA Construction Safety and Health Division in 2003 that addressed excavation hazards.

Lawrence Clark, Inc.

On October 13, 2003, six employees working for Lawrence M. Clarke, Inc. were in the process of installing a 24-inch water line system along Grafton Road in Carleton. Employees were working in an excavation approximately 10 feet deep with vertical sides. The soil conditions were brown soft clay with granular sand and with mixtures of loam.

Water was located in the bottom of the excavation. Spoil piles were being stored too close to the edge of the excavation. One employee in the excavation was working on the slope above another employee working below. The forks of a front-end loader were lowering 24-inch water lines with chains. The load was suspended directly over the two employees in the excavation. Traffic was moving along Grafton Road adjacent to the excavation.

As a result of the inspection conducted by the Construction Safety and Health Division of MIOSHA, Lawrence M. Clarke, Inc. was issued 13 citations for alleged safety violations with total proposed penalties of \$289,600.

The classification and proposed penalties for the citations included four willful/serious violations, seven serious violations and two other-than-serious violations. Once again, the violations included failing to implement an adequate Accident Prevention Program in accordance with MIOSHA Part 1, and failing to properly slope or shore the sides of the trench in accordance with MIOSHA Part. 9.

The employer has been installing water and sewer systems for years and has had at least two fatalities in the past. They have been cited numerous times for unsafe excavations, which have included citations classified as willful.

Sunset Excavating, Inc.

On July 29, 2003, MIOSHA began a planned inspection of a storm sewer project being constructed by Sunset Excavating, Inc., in Pontiac. Conditions found during the inspection were very serious, rising to the level of imminent danger. The MIOSHA Construction Safety and Health Division again determined that the employer had employees working in an excavation that was not properly sloped or shored.

This employer was well aware of the MIOSHA excavation requirements. The July 29th inspection of Sunset Excavating revealed very dangerous excavation conditions, similar to those that were documented at previous planned inspections at their worksites in April

Cont. on Page 9

Dangerous Excavations

Cont. from Page 8

2002, July 2001, May 2001, January 2001, December 1999, September 1999, and August 1998. At least six of the violations cited over the last five years were classified as willful, some with maximum penalties.

Since 2001, MIOSHA also conducted two accident investigations at this company's worksites. On January 26, 2001, two employees were working in a 19-foot deep excavation, installing sewer pipe in Warren. The trench box was being moved and the workers stepped into an unprotected area. The earth walls collapsed, burying the workers, who were both rescued and hospitalized with serious injuries. Sunset received one alleged willful and three alleged serious citations as a result of the accident investigation.

The July 29th inspection of Sunset Excavating resulted in two Willful/Serious violations, one Serious violation and one Willful/Other Than Serious violation for a total penalty of \$152,000. **MIOSHA Can Help**

MIOSHA has recognized the significant hazards construction workers face when performing excavation work. Reductions of injuries and fatalities caused by being struck-by or caught-between is an emphasis area in the MIOSHA Strategic Plan, which guides program activities.

MIOSHA encourages excavation and trenching contractors to contact the **Consultation Education and Training (CET) Division** to help them perform these activities safely. Information on CET services can be found by calling **517.322.1809**, or by going to the MIOSHA website at www.michigan.gov/miosha.

The tragedies and monetary penalties described above are preventable and employers are urged to do all they can to avoid potentially fatal conditions in this high-hazard industry. ■



BAD EXCAVATION—Employers are required to properly slope or shore the sides of an excavation to prevent the sides from caving in.

Excavation Training by the Numbers

By: Tom Swindlehurst
Construction Safety Consultant
Consultation Education & Training Division

Considering that 20 percent of excavation, trenching, and shoring fatalities are estimated to occur in the employee's first 90 days of employment, and that 40 percent are estimated to occur within the first year of employment—there appears to be a direct correlation between experience and safety.

In an effort to clarify the critical training elements, below is an introduction to excavation training in a format that is accessible and quickly digestible. Though not all-inclusive, the following list includes some very useful numbers.

Zero employees allowed under loads.

One qualified person must perform an ongoing inspection of an excavation or trench (rule 932(5)).

Excavated material must be retained not less than **two** feet back from excavation's edge (rule 933(2)).

Contact Miss Dig **three** days prior to excavating. Use only hand digging to locate utilities when in close proximity (rule 931(1)).

Ladders must extend not less than **three** feet above the top of the trench (rule 933(5)).

Ramps, runways, bridges, etc to be used by employees for trenches shall be capable of supporting not less than **three** times the imposed load (rule 951(6)).

An excavation more than **four** feet in depth and occupied by employees shall have either a ladder or a ramp (rule 933(5)).

One of **four** methods of employee protection can be used:

- Timber shoring;
- Hydraulic shoring, trench jacks, shields, or tiebacks;
- Trench boxes; or
- Sloping.

Trenches **five** feet in depth and over must be shored or sloped as shown in Table 1 (941(1)).

Trenches less than **five** feet in depth are subject to sloping and shoring if hazardous earth movement may be expected.

When benching a side of a trench, the height of the lower bench shall not be more than the lesser of **five** feet or width of the trench measured at the bottom (rule 944(3)).

Fall protection must be provided when employees are exposed to falls of **six** feet or more (Part 45 fall protection).

Construction Safety Standard, Part **9**: Excavation, Trenching, and Shoring.

Ten feet in clearance shall be maintained from energized overhead electrical lines (including excavators, dump trucks, materials, personnel, and ladders).

Tie rods for tiebacks used to restrain top of sheeting shall be anchored a minimum of **ten** feet (rule 942(3)).

Trench boxes must extend **eighteen** inches above the top of the trench if the trench is to be sloped above the box (rule 945(1)).

A minimum of **19.5** percent oxygen must be present before employees enter a confined space (all other confined space regulations must also be followed per rule 934).

A **twenty** foot clearance from overhead power lines is needed for all aluminum ladders.

An open cut into a roadway shall be provided with a barricade on all sides as prescribed by rule 2223 of Part **22**, Signals, Signs, and Barricades.

Trench boxes must be not more than **twenty-four** inches from the trench floor (rule 945(2)).

Ladders must be placed in trenches so that no employee is more than **twenty-five** feet from a ladder at any time (rule 933(5)).

The vertical height between the floor of the trench and the toe of a ramp used for trench access shall not exceed **thirty** inches (rule 933(6)(d)).

Barricades must be a minimum of **thirty-six** inches in height.

Guardrails must be **forty-two** inches plus or minus three inches at the top.

The degree of angle of a ramp used for trench access may not be more than **forty-five** degrees (rule 933(6)(c)).

Hundreds are killed each year in excavations.

Thousands are injured each year in excavations.

Tens of thousands of dollars can be saved if employers and employees are aware of safety regulations and practice safety at their worksites.

MIOSHA Renews UAW, Ford & Visteon Partnership

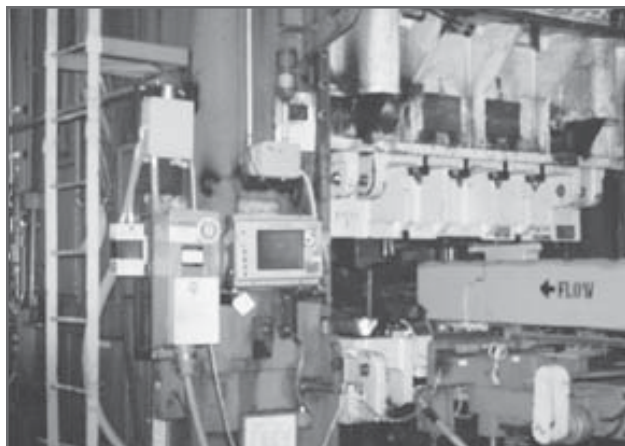
The United Autoworkers Union (UAW), Ford Motor Company, Visteon Corporation, and the Michigan Occupational Safety and Health Administration (MIOSHA) began developing a groundbreaking partnership agreement in 2000. It was based on an agreement that was established with the federal Occupational Safety and Health Administration (OSHA).

The partnership is based on the premise that tremendous strides could be made for the benefit of all concerned if we could find "common ground for the common good." In Michigan, there are 18 Ford and eight Visteon plants, with approximately 125,000 employees covered by the agreement. The primary objectives include:

- Reducing injuries & illnesses,
- Creating a proactive safety culture,
- Developing a cooperative non-adversarial relationship that optimizes the resources of all parties,
- Increasing ownership of safety and health, and
- Ensuring that management and workers are responsible and accountable for their actions fairly and consistently.

Delivering Results

Without exception, all parties are pleased with the direction of the partnership and have extended the agreement until November 2006. At a recent Corporate Annual Day meeting, on April 2, 2004, at the National Joint Center for Health and Safety in Detroit, executives from the UAW, Ford, Visteon, OSHA, and MIOSHA issued a common challenge to the UAW Plant Chairman, Plant Managers, UAW Health and Safety Representatives, Ford and Visteon Safety Engineers and members of the MIOSHA Day Team. The challenge was simply that we must continue to improve.



Under the partnership agreement, MIOSHA Days afford each plant the opportunity for MIOSHA staff to conduct an informal walkthrough of the facility to verify best practices and opportunities for improvement.

This Corporate Annual Day Meeting highlighted the singularity of purpose among all of the partners. **Joe Gafa**, UAW Assistant Director, UAW/Ford National Program Center, provided encouragement for all parties to find common ground for the common good of workers. The UAW applauded the efforts of all the individuals involved. **Frank Mirer**, Ph.D., Director, UAW Health and Safety, discussed the upcoming Worker Memorial Day and insisted that we have to do better. Mirer believes that relationships and professionalism are the cornerstones of success within this partnership.

Greg Stone, Director, Occupational Health and Safety, Ford Motor Company, insisted that we deliver results. He acknowledged there has been success during the partnership through a decline in injury and illness rates; however, they remain committed to reducing their injuries and illnesses. **Roland Jagutis**, Global Safety Manager, Visteon Corporation, expressed his commitment to the partnership by describing it as "just the right thing to do."

Mike Connors, Regional Administrator, OSHA Region 5, issued a challenge for all parties to do better, especially with regard to recognizing injury and illness trends and having them drive safety and health initiatives. **Doug Kalinowski**, Director, MIOSHA, expressed satisfaction with the partnership, as it is consistent with MIOSHA's intention to make a difference by focusing efforts and resources on the issues that injure workers.

Leveraging Resources

The structure of the partnership is finding ways to leverage resources and reach far deeper into a large corporation than ever would have been possible using traditional approaches. This structure has been designed to focus resources in the areas of greatest need.

Essentially, a MIOSHA Day is held at each covered location. Local leadership and "element champions" are afforded the opportunity to discuss plant operations, injury and illness trends, and safety and health program strengths and weaknesses with MIOSHA staff. In addition, MIOSHA staff conduct an informal walkthrough of the facility to verify best practices and opportunities for improvement. The need for a monitoring visit is determined as a result of the MIOSHA day.

A monitoring visit is

scheduled if more time is needed to evaluate and discuss specific hazards based on a pre-determined set of protocols. A one- or two-day monitoring visit may or may not result in citations and penalties. The protocols include:

- Confined Spaces,
- Noise Control,
- Skilled Trades Hazards,
- Heat Stress,
- Maintenance Vehicles,
- Powered Material Handling Vehicles,
- Chemical Safety,
- Machine Guarding,
- Energy Controls and Power Lockout,
- Personal Protective Equipment,
- Ergonomics, and
- Electrical Safety.

If additional time is needed, the relevant enforcement division will conduct a focused inspection of specific protocols. A focused inspection can also result from a MIOSHA programmed inspection or an unprogrammed inspection when there is an applicable protocol. Programmed inspections are conducted based on either MIOSHA's site specific targeting system or an emphasis program. Unprogrammed inspections are conducted in response to fatalities, catastrophes, complaints, referrals or accident investigations. As a last resort, MIOSHA staff may initiate a traditional wall-to-wall inspection with the approval of **Martha Yoder**, MIOSHA Deputy Director of Compliance Programs.

Expanding Opportunities

The concept of focused inspections by the General Industry Safety and Health (GISH) Division has already been implemented in the Food Processing Industry under the MIOSHA Five-Year Strategic Plan, Goal 1.1A. According to **John Brennan**, GISH Director, those focused inspections have been very successful and MIOSHA is considering expanding their use in other industries.

MIOSHA Days have been held at 10 plants as of April 15, 2004, with an additional six plants scheduled during this calendar year. The remaining 10 plants will participate in MIOSHA Days in 2005.

MIOSHA partnerships and alliances are voluntary, cooperative initiatives with companies and associations that can leverage resources to improve workplace safety and health. MIOSHA is actively expanding these formal relationships to other industries where there is an opportunity to make a difference. We encourage anyone who wants to explore the possibility of an alliance or partnership to contact **Connie O'Neill**, Director, Consultation Education and Training (CET) Division, at 517.322.1809.

MIOSHA Online

By: Jenelle K. Thelen, Industrial Hygienist
Consultation Education and Training Division

The MIOSHA Strategic Plan for 2004-2008 includes Goal 3.3C to "Improve the access, quality and promotion of MIOSHA publications, standards and public notices on the Internet." Within this context, the MIOSHA website continues to evolve to provide improved access to standards, education and training materials and employee/employer forms.

Consultation Education and Training (CET) Division

The Consultation Education and Training (CET) Division is pleased to announce delivery of the first online training program. The training is provided in Microsoft PowerPoint and provides an overview of the MIOSHA Standard Part 554, Bloodborne Infectious Diseases (BID), in a train-the-trainer format.

While this training program will not fulfill all the required elements described in the BID standard, it will provide information and resources related to the provision of the standard. Visit the "Statistics, Publication and Media" page on the MIOSHA website to access the training program.

General Industry Safety and Health Division and Construction Safety and Health Division

Employees may now file a *Notice of Alleged Safety and Health Violation* (complaint) via email. The form may be completed and submitted through the Internet. A copy of the completed form will be sent to the General Industry Safety and Health Division or the Construction Safety and Health Division with an additional copy sent to the complainant via portable document format (pdf) attached to an email. Visit the "Forms" page on the MIOSHA website for additional information.

Management Information Systems Section

The MIOSHA Management Information Systems Section has released the *Log of Work Related Injuries and Illnesses (300)* as well as the 300A and 301 forms in a Microsoft Excel format. This allows employers to record information in an electronic format that can be saved and modified using their personal computer. Visit the "Forms" page on the MISOHA website to access the new forms in the Microsoft Excel format.

Standards Section

As of Sept. 5, 2003, MIOSHA Public No-

tices of new, amended and rescinded standards will be sent through the Internet. If you would like to receive these notices electronically, please visit the "Standards" page: www.michigan.gov/mioshastandards for step-by-step instructions.

In addition, MIOSHA standards are becoming available in both hypertext mark-up language (htm or html) and pdf. This dual format will allow greater access to employees and employers who may need accommodation under the Americans with Disabilities Act (ADA).

Future Improvements

Future endeavors include improvements in the following areas:

- Navigation, search and flow within the website;
- Cross-referencing throughout the site;
- Topic pages to allow employers the ability to acquire all the information available on specific topics (i.e. hazard communication, lockout/tagout, confined space, etc.);
- Access to MIOSHA compliance and training resources (more material available online);
- Creation of bridges between the MIOSHA website and other agencies or associations (CDC, NIOSH, OSHA, ACGIH, ASSE, etc.).

A survey form is available for your convenience to provide feedback related to the MIOSHA website. Please complete the "MIOSHA Website Survey" listed as a Quicklink on the MIOSHA homepage.

Visit the MIOSHA program online at www.michigan.gov/miosha.



The MIOSHA website, www.michigan.gov/miosha, provides access to standards, education and training materials, and forms.

Michigan's Occupational Disease Reporting Requirement

Michigan law requires hospitals, physicians, clinics and employers who know or suspect an individual has a work-related illness to report it to the state within 10 days of diagnosis, under Public Act 368 of 1978, Part 56, as amended. This reporting requirement has been in existence since 1978, and applies to all employers regardless of industry type and the number of employees. It is different than the requirement to maintain a log of work-related injuries and illnesses.

Examples of conditions that must be reported include carpal tunnel syndrome, respiratory illness, hearing loss, dermatitis, work-related stress, heavy metal poisoning, and heat stroke. Only occupational illnesses, not injuries, are required to be reported. It is a misdemeanor to neglect to report patients, punishable by a \$50 fine per report not submitted.

The state receives between 15,000 and 20,000 reports of occupational illnesses each year. In order to review and process this large number of reports, the state has a contract with the occupational health team at Michigan State University under the direction of Kenneth Rosenman, M.D. Special focus projects on noise-induced hearing loss, occupational asthma, silicosis, and lead poisoning are ongoing. Copies of reports that have been issued are available at the Michigan State University website: <http://www.chm.msu.edu/oem>.

Occupational disease reporting by health professionals is critical to document the nature and extent of work-related illness in Michigan. This information is used to direct resources to reduce the burden that occupational diseases place on workers and their families—and on employers, since occupational diseases can lead to reduced productivity.

Reporting can be done by:

Web: www.chm.msu.edu/oem
Phone: 800.446.7805
Fax: 517.432.3606
Email: ODREPORT@ht.msu.edu

Reporting forms can be obtained by calling 517-322-1846 or 1-800-446-7805. Call Mary Jo Reilly at 517.353.1846, or email her at reilly@msu.edu if you have any questions about this reporting requirement.

CET Awards

MIOSHA recognizes the safety and health achievements of Michigan employers and employees through CET Awards, which are based on excellent safety and health performance.

Emerson Tool's Menominee Plant Receives State's Highest Ergonomics Award

On April 6, 2004, the Menominee plant of Emerson Tool Company, a division of Emerson, received the Ergonomic Success Award from the Michigan Occupational Safety and Health Administration (MIOSHA).

This is the first Ergonomic Success Award issued to an employer since 2000. The ergonomic improvements at the Menominee facility have significantly reduced the number of repetitive motion injuries for its employees.

Safety Success

"Emerson Tool's Menominee plant has vigorously implemented a series of ergonomic changes to reduce cumulative trauma and over-exertion injuries throughout their work environment," MIOSHA Director **Doug Kalinowski**. "Their ergonomic efforts were initiated to protect their employees, but the company realized the added bonus of extraordinary gains in productivity in an increasingly competitive market place. We applaud the company's success."

The facility temporarily suspended its operations for the award presentation, so all employees could share in the recognition for their safety success. MIOSHA Director Doug Kalinowski presented the award to **James Parrett**, Menominee plant manager.

"We consider the safety of our employees a key to our business success. Therefore their safety is a top priority," said Parrett.

"Thanks to employee teamwork and the personal commitment of each of our employees, we have improved our safety record and therefore have become the proud recipient of this prestigious award. It is on their behalf I accept this award. I congratulate and extend my sincere thanks to each employee here in Menominee. This is truly a significant achievement."

Award Criteria

MIOSHA's Consultation Education & Training (CET) Division issues the Ergonomic Success Award to employers for instituting ergonomic improvements and substantially reducing traumatic strain and sprain injuries and cumulative trauma disorder illnesses.

"It's an honor to be here today, and to present the Ergonomic Success Award to such an outstanding facility," said MIOSHA Director Doug Kalinowski. "This is a success story of the highest magnitude. We plan on sharing your excellent achievements with other companies, to help them understand that workplace safety and health makes good business sense."

The criteria for the award are stringent and include the following:

- An incidence rate below the rate for their Standard Industrial Classification (SIC) Code,
- At least a 25 percent reduction of injuries,
- Improvement achieved through engineering controls, and
- Employee input.

Ergonomic Improvements

The Menominee plant's ergonomic improvements resulted from a total revision of its assembly processes. Ideas for these revisions came from several areas, including: employees who worked in the assembly areas, injury reports, safety committee suggestions, and the company's engineering department.

Many ergonomics improvements were implemented to achieve these results. Some of those improvements include: In-



Curt Shaver, Debbie Peterson and Jim Parrett accept the MIOSHA Ergonomics Success Award from Doug Kalinowski.

stalling lift assist and positioning devices to relieve extended reaching and lifting, initiated job rotation to reduce the repetitiveness of the work, developed work tables to reduce excessive motion to perform tasks, and many other improvements which eliminated lifting, pulling and straining to perform tasks.

"I am proud to be associated with the team that has made the Menominee plant a safer place to work. We must continue to make safety our number one concern and maintain our heightened level of safety awareness," said Parrett.

Emerson Products

Emerson Tool Company is a division of Emerson that is focused on the manufacture of Craftsman utility vacuums for Sears. There are three major operational areas with the Menominee facility; they are plastic injection molding, electric motor manufacturing, and final product assembly. The plant employs 280 workers, with 233 represented by the International Brotherhood of Boilermakers, Iron Ship Builders, Blacksmiths, Forgers and Helpers, Local S699, an AFL-CIO affiliate.

St. Louis-based Emerson is a global leader in bringing technology and engineering together to provide innovative solutions to customers in electronics and telecommunications; process control; industrial automation; heating, ventilating and air conditioning; and appliance and tools. Sales in fiscal 2003 were \$14 billion (www.gotoemerson.com).



Emerson installed lifts to place completed vacuums from the conveyor to the floor. This equipment allows operators to lift and move 60 pounds with less than five pounds of force.

Education & Training Calendar

Date	Course Location	MIOSHA Trainer Contact	Phone
June			
15, 16 & 17	Safety & Health Administrator Course for Construction Southfield	Pat Sullivan Jerry Faber	248.948.700
16	Ergonomic Principles Harrison	Bob Carrier Karen Kleinhardt	989.386.6629
22, 23 & 24	Safety and Health Administrator Course Port Huron	Bernard Sznajder Carter Hitesman	810.982.8016
30	Elements of a Safety and Health Management System Lansing	Debra Gundry Sandy Long	517.394.4614
July			
13 & 14	2-Day Mechanical Power Press Seminar Dearborn Heights	Linda Long Carol Klameta	313.517.1500
14	Elements of a Safety & Health Management System Traverse City	Anthony Neroni Shelly Hyatt	231.546.7264
15	Ergonomics - A Practical Approach Port Huron	Bernard Sznajder Terri Johns	810.985.1869
15	Kitchen Safety Bay City	Lee Jay Kueppers Chris Reynolds	989.892.8601
20	Safety & Health Solutions for Health Care Facilities Livonia	Suellen Cook Diane Burns	734.462.4448
21	Lockout and Machine Guarding Niles	Jerry Swift Tim Childs	269.687.5650
27	Self-Inspection to Identify Hazards and Safety Training Needs Westland	Linda Long Toni Herron	734.427.5200
August			
10	Lockout/Tagout: The Control of Hazardous Energy Sources Escanaba	Dan Maki Jayne Szukalowski	906.786.5802
12	Recordkeeping, Accident Investigation, & Work-Comp Strategies Ann Arbor	Suellen Cook Ray Grabel	734.677.5259
17	Supervisors Role in Safety and Health Clarkston	Richard Zdeb Peggy DesRosier	248.625.5611
18	Guarding for Manufacturing Harrison	Bob Carrier Karen Kleinhardt	989.386.6629
18	Recordkeeping of Occupational Injuries & Illnesses Bay City	Lee Jay Kueppers Doug Doefer	989.892.8601
19	Accident Investigation and Job Safety Analysis Niles	Jerry Swift Tim Childs	269.687.5650
19	Guarding for Manufacturing Port Huron	Bernard Sznajder Carter Hitesman	810.982.8016
24, 25 & 26	Safety and Health Administrator Course Dearborn	Linda Long Nancy Koehler	313.982.6131
25	Mechanical Power Press Safety Houghton Lake	Anthony Neroni Shelly Hyatt	231.546.7264
26	Guarding for Manufacturing Battle Creek	Quenten Yoder Becky Gilmore	269.965.4137

Co-sponsors of CET seminars may charge a nominal fee to cover the costs of equipment rental, room rental, and lunch/refreshment charges. For the latest seminar information check our website, which is updated the first of every month: www.michigan.gov/miosha.

Construction Safety Standards Commission

Labor

Mr. Tom Boensch**
Mr. Daniel Corbat
Mr. Andrew Lang
Mr. Larry Redfearn

Management

Mr. Peter Strazdas*
Ms. Cheryl Hughes
Mr. Edward Tanzini
Mr. Timothy Wise

Public Member

Dr. Kris Mattila

General Industry Safety Standards Commission

Labor

Mr. James Baker
Dr. Tycho Fredericks
Mr. John Pettinga
Vacant

Management

Mr. Timothy J. Koury*
Mr. Thomas Pytlík**
Mr. Michael L. Eckert
Mr. George A. Reamer

Public Member

Ms. Geri Johnson

Occupational Health Standards Commission

Labor

Ms. Margaret Vissman*
Dr. G. Robert DeYoung
Ms. Cynthia Holland
Mr. Michael McCabe

Management

Mr. Richard Olson**
Mr. Robert DeBruyn
Mr. Michael Lucas
Mr. Douglas Williams

Public Member

Dr. Darryl Lesoski

*Chair **Vice Chair

Standards Update

Current Standards Advisory Committees

MIOSHA currently has three standard citizen advisory committees in session, working to develop new or revised rules as required in the Michigan Occupational Safety and Health Act. The Act mandates that before a proposed standard is promulgated, the commissions(s) shall appoint and consult with an advisory committee that is representative of the major interests affected by the proposed standard.

Steel Erection, Part 26, Construction Safety Rule Set

The Construction Safety Standards Commission has charged the advisory committee to address differences in Part 26 identified by OSHA as 'not as effective as' the OSHA rules, involving the provisions of fall protection and riding the headache ball. The committee members appointed by the Commission are listed below.

Labor Representatives:

Kurt Bowers, Ironworkers Local 340
Patrick Gleason, Ironworkers Local 25
Jim Hamric, Ironworkers Local 25
Joe Wrzesinski, Consultant
Douglas Levack, Self-employed
Michael Thibault, Ironworkers Local 8

Management Representatives:

John Gleichman, Barton Malow Company
Mark Jochen, Construction Ser. Consultant
Gerald Mendek, MBM Fab. & Erectors
Lawrence Kruth, Douglas Steel Fab. Corp.
William Treharne, Midwest Steel, Inc.
D. James Walker, Jr., Great Lakes Fabricators & Erectors Association

Occupational Health Proposed Rules on Exposure to Diisocyanates

The Occupational Health Standards Commission charged the advisory committee with revising proposed rules that have been periodically addressed for several years. They are reconciling an older comprehensive version and a more recent version that primarily addresses training. The current appointed committee members are listed below.

Labor Representatives:

Peter Dooley, UAW Health & Safety
Joseph Hayosh, UAW Local 174
May Perry, UAW Local 599
Brenda Spencer, UAW, Local 174

Management Representatives:

Bill Heilig, Dow Corning Corporation
Bill Robert, BASF Corporation
Jennifer Rabideau, Magna Donnelly
Chris VanWert, Ontegra Brighton

Proposed Ergonomic Standard

The Occupational Health and General Industry Safety Standards Commissions charged this advisory committee with drafting a proposed standard to establish minimal simple means for reducing ergonomic risk and injury.

Labor Representatives:

Andrew Comai, UAW Health & Safety
Derrick Quinney, Michigan State AFL-CIO
Don Barnes, Self-employed
Margaret Robinson, SEIU Local 79
Patrick Burns, Teamsters Local 406
Sande MacLeod, United Food and Commercial Workers Local 951

Technical Advisors:

Susan Howe, Society of the Plastics Industry
Teresa Bellinger, Haworth, Inc.

Management Representatives:

Dr. Bradley Joseph, Ford Motor Company
David Herbel, Michigan Association of Homes and Services for the Aging
Janice Homola, Michigan Health and Hospital Association
John Bavin, Michigan Chamber of Commerce and Consumers Energy
Mark Spence, Dow Chemical Company
Ronald Henderson, Collins & Aikman Products

Public Representative:

Dr. Sheryl Ulin, University of Michigan-Center for Ergonomics

We have always felt that our MIOSHA system of using citizen advisory groups to develop standards and rule revisions is the most effective, inclusive and conscientious system. If you are an expert in an occupation and its hazards and would like to be considered for appointment to a standards advisory committee, contact the **Standards Section, 517.322.1845**.

To contact any of the Commissioners or the Standards Section, please call 517.322.1845.

Status of Michigan Standards Promulgation

(As of April 25, 2004)

Occupational Safety Standards

General Industry

Part 08.	Portable Fire Extinguishers	Approved by Commission for review
Part 17.	Refuse Packer Units	Approved by Commission for review
Part 18.	Overhead & Gantry Cranes	Public Hearing
Part 19.	Crawler, Locomotive, & Truck Cranes	Approved by Commission for review
Part 20.	Underhung Cranes & Monorail Systems	Approved by Commission for review
Part 58.	Vehicle Mounted Elevating & Rotating Platforms	Approved by Commission for review
Part 62.	Plastic Molding	Approved by Commission for review
Part 79.	Diving Operations	Approved by Commission for review
Pending	Ergonomics (Joint)	Advisory Committee open for review

Construction

Part 01.	General Rules	Approved by Commission for review
Part 07.	Welding & Cutting	Approved by Commission for review
Part 08.	Handling & Storage of Materials	Approved by Commission for review
Part 12.	Scaffolds & Scaffold Platforms	Approved by Commission for review
Part 14.	Tunnels, Shafts, Caissons & Cofferdams	Final, effective 02/27/03
Part 16.	Power Transmission & Distribution	Approved by Commission for review
Part 25.	Concrete Construction	Final, effective 12/19/03
Part 26.	Steel Erection	Advisory Committee open for review
Part 30.	Telecommunications	Approved by Commission for review
Part 31.	Diving Operations	Approved by Commission for review
Pending	Communication Tower Erection	Approved by Commission for review

Occupational Health Standards

General Industry

Part 431.	Hazardous Work in Laboratories	Final, effective 08/05/03
Part 501.	Agricultural Operations	Final, effective 12/11/02
Part 504.	Diving Operations	Approved by Commission for review
Part 525.	Grinding, Polishing & Buffing	Final, effective 04/01/03
Part 700.	Agriculture	Final, effective 08/19/03
Pending	Diisocyanates	Advisory Committee open for review
Pending	Ergonomics (Joint)	Advisory Committee open for review

Construction

None

Administrative Rules

Part 11.	Recording and Reporting of Occupational Injuries and Illnesses	Final, effective 12/03/02
Part 51.	Agriculture	Final, effective 12/01/03

The MIOSHA Standards Section assists in the promulgation of Michigan occupational safety and health standards. To receive a copy of the MIOSHA Standards Index (updated October 2003) or for single copies and sets of safety and health standards, please contact the Standards Section at 517.322.1845, or at www.michigan.gov/mioshastandards.

RFR Request for Rulemaking
 ORR Office of Regulatory Reform
 LSB Legislative Services Bureau
 JCAR Joint Committee on Administrative Rules

Michigan State AFL-CIO Safety & Health Conference

On April 7 & 8, the Michigan State AFL-CIO held its biannual Safety and Health Conference, which attracted nearly 300 workers. Attendees were welcomed by **Tony Benevides**, Mayor, City of Lansing; **Mark Gaffney**, President, Michigan State AFL-CIO; and **Frank Mirer**, Ph.D., Director, UAW Health and Safety.

David Hollister, Director of the Michigan Department of Labor and Economic Growth, gave the morning keynote address. Hollister outlined Governor Granholm's blueprint to grow Michigan's economy. He praised Michigan's labor organizations for their support and their partnership in planning the blueprint to help save Michigan jobs.

Cynthia Lee, Area Director, OSHA, gave an update on federal OSHA's initiatives. **Martha Yoder**, MIOSHA Deputy Director, gave an overview of MIOSHA activities and introduced the new five-year MIOSHA Strategic Plan. **Bart Pickelman**, CIH, Industrial Hygienist, MIOSHA General Industry Safety and Health Division, presented a trivia game to test participants on their safety and health knowledge.

Presenters included representatives from: USWA International Union, PACE International Union, SEMCOSH, UAW Health and Safety Center, UAW Local 6000, Michigan State AFL-CIO, Teamsters, Michigan State University, and MIOSHA.

The topics covered in the conference in-

cluded: construction safety, hepatitis "C" HIV awareness, self inspections, systems of safety, ergonomics and back safety, chemical and toxic hazards, emergency response and solutions, lock-out/tagout, stress and violence in the workplace, ventilation and building air quality, and safety and health legislation.

MIOSHA CET Grant

The Michigan State AFL-CIO is one of MIOSHA's 19 CET Grantees. Their CET Grant provides both generic and customized workplace safety and health training to new employees and incumbent workers affected by new technology and new work processes, equipment or operations.

Training topics include back injuries, lifting techniques, workplace hazards and recognition, right-to-know and hazardous substances. In cases where generic training does not meet the needs of an employer staff will meet with the employer and identify worksite needs and issues and then will customize a training program to meet their needs. For more information on the grant, contact: **Derrick Quinney**, Director, Occupational Safety & Health, at 517.487.5966.

Workers' Memorial Day

April 28th is recognized across the nation as Workers' Memorial Day. This date marks the signing of the federal OSHA Act, and is the day unions remember and pay tribute to those who lost their lives on the job. It is also a day when members come together to rededicate themselves to promote practices that ensure safe and healthy work conditions on the job for all working men and women.

The conference recognized Workers' Memorial Day on the final day of the conference. **Doug Kalinowski**, MIOSHA Director, challenged all those attending to "make a difference" in their workplace. Keynote speaker **Sgt. Major David Weigel** of the Michigan National Guard, described the importance of workplace safety and health in the armed forces, particularly on the battlefield. ■



Frank Mirer, Ph.D., Director, UAW Health and Safety; Derrick Quinney, Director, Occupational Safety & Health, Michigan State AFL-CIO; David Hollister, Director of the Michigan Department of Labor and Economic Growth; and Mark Gaffney, President, Michigan State AFL-CIO; spoke at the Michigan State AFL-CIO Safety and Health Conference.

Variances

Published May 24, 2004

Following are requests for variances and variances granted from occupational safety standards in accordance with rules of the Department of Labor & Economic Growth, Part 12, Variances (R408.22201 to 408.22251).

Variances Requested Construction

Part number and rule number from which variance is requested

Part 32 - Aerial Lift Platforms: R408.43209, Rule 3209 (8) (b) & Rule 3209 (9)

Summary of employer's request for variance

To allow employer to firmly secure a scaffold plank to the top of the intermediate rail of the guardrail system of an aerial lift for limited use as a work platform, provided certain stipulations are adhered to.

Name and address of employer

Ventcon

Location for which variance is requested

Detroit Newspapers, Sterling Heights

Name and address of employer

W. J. O'Neil Company

Location for which variance is requested

University of Michigan Undergraduate Science Bldg., Ann Arbor

Variances Granted Construction

Part number and rule number from which variance is requested

Part 12 - Scaffolds and Scaffold Platforms: R408.41221, Rule 1221 (1) (c)

Summary of employer's request for variance

To allow employer to use st6ilts at a maximum height of 24 inches under controlled conditions and according to certain stipulations.

Name and address of employer

Pontiac Ceiling & Partition Co., LLC

Location for which variance is requested

Royal Oak Beaumont Hospital, Royal Oak

Part number and rule number from which variance is requested

Part 32 - Aerial Lift Platforms: R408.43209, Rule 3209 (8) (b) & Rule 3209 (9)

Summary of employer's request for variance

To allow employer to firmly secure a scaffold plank to the top of the intermediate rail of the guardrail system of an aerial lift for limited use as a work platform, provided certain stipulations are adhered to.

Name and address of employer

John E. Green Company

Location for which variance is requested

University of Michigan Biomedical Research Bldg., Ann Arbor

William Beaumont Hospital South Tower, Royal Oak ■

E&E Manufacturing

Cont. from Page 1

Plymouth Mayor Stella Greene commended E&E for their commitment to their workers and to the Plymouth community. **State Representative John Stewart** recognized the company as an automotive leader in Michigan. **U.S. Congressman Thaddeus McCotter** congratulated them for their manufacturing excellence.

A World-Class Leader

E&E Manufacturing Company, Incorporated, is a world-class leader in metal joining technology. It meets the needs of its outstanding automotive customers by manufacturing heavy gage fasteners, progressive die metal stampings, and high value added assemblies.

E&E's 281 associates have control/ownership over improvements in their process(es). They are involved in solving problems, making decisions and improving product quality. This system contributes to the growth of the company, as well as improved quality of life in the workplace.

E&E Manufacturing's Incidence Rates and Lost Work Day Rates are well below the Michigan average for their SIC code 3465, Automotive Stampings. Their Total Case Incidence Rate was 8.3 in 2000, 7.6 in 2001, and 6.4 in 2002—compared to 15.3, 16.5, and 16.5, respectively, for the Bureau of Labor Statistics (BLS) industry average. The Total Lost Work Day Cases for the plant was 5.4 in 2000, 5.5 in 2001, and 2.1 in 2002—compared to 7.2, 8.1, and 8.1, respectively, for the BLS industry average.

Safety & Health Culture

The MIOSHA Review Team conducted 26 formal and 20 informal interviews during the site visit. The team examined each of the required elements of E&E's safety and health management system, and found them to effectively address the scope and complexity of the hazards at the site.

E&E's Safety Policy states, "Nothing is

more important than our associates' safety." There are daily safety meetings, and employees stated that they can shut down machines or processes if they feel they are unsafe. The SAN (Safety Action Notification) tag/form system has been used successfully by employees to report hazards and have them addressed.

Concern for employee safety and health is integrated into the culture of the organization. E&E's ultimate goal is zero injuries and illnesses. The plant also sets goals for housekeeping issues and for the number of incidents incurred during the year. (A TCIR goal of .95 was established for 2003.)

The company conducts monthly "wall to wall" inspections, and all employees involved with inspections receive training on hazard identification and applicable MIOSHA standards. An "8-D" system is used to determine the root cause(s) of all accidents—the system is also used to track the process and make certain the necessary corrections have been made. All accident investigation 8-D's are posted in the plant for review.

Safety and health is effectively integrated into the plant's overall management planning process. The QOS (Quality Operating System) system measures seven performance objectives: financial performance, safety/housekeeping, safety/number of incidents, quality, PPM, added value per employee, and individual performance. Managers, supervisors, and employees are all held accountable for meeting their safety and health responsibilities through annual performance evaluations and the QOS measurables.

E&E Tribute

"All of us at E&E Manufacturing Company, Inc. wish to extend a heartfelt thank you to everyone who came and celebrated this very important event with us. We also would like to thank all of the hard-working people at the MIOSHA Consultation Education and Training (CET) Division who, through constant support and dedication to our efforts, have allowed E&E to develop into an industry leader in employee health and safety. All of us here can say with a strong sense of pride that E&E is truly one of the 'best of the best' when it come to its employees' health and safety."

MIOSHA Director

Doug Kalinowski recognized Wes Smith as one of the true heroes in the State of Michigan who is, "Making a difference by protecting the safety and health of his workers and investing in his community." ■



(From left) MIOSHA Director Doug Kalinowski, DLEG Director David Hollister, OSHA Assistant Secretary John Henshaw, E&E EHS Manager Richard Sbroglia, E&E Administrative Assistant Jeanne Swanson, Plymouth Mayor Stella Greene, Representative John Stewart, and E&E President and Owner Wes Smith.

Ultimate Responsibility of a Corporation!

By: Wes Smith, President & Owner
E&E Manufacturing Company, Inc.
(03/23/04 - Speech Excerpts)

The ultimate responsibility of a corporation should be to its community and employees. Many companies still provide jobs to Americans, still contribute to charities and invest in their communities. I believe as a business leader this is our calling.

Unfortunately, today an increasing number of CEO's claim that they only have an obligation to their shareholders. When that CEO is compensated with stock options, what they're saying is their ultimate responsibility is to themselves.

Free trade exists when a nation exchanges a good where it has an advantage because of geographic location, natural resource, or ability—for a good with another nation with a similar advantage for the same reason. Both nations have benefitted because of the trade.

Outsourcing is when one nation moves its productive capital to another nation with lower costs. As a company, Wall Street rewards you because you have just lowered your cost of inputs. As a nation, however, you have made yourself weaker because you have moved productive capacity.

How much longer can our nation endure the pain of factories closing down and moving offshore, thereby devastating the communities they abandon?

How can America remain as the greatest nation in the world when it no longer grows the food that it eats or manufactures the products that it consumes?

How can America's social programs survive when these programs were enacted on the back of a strong economy, of which manufacturing was its backbone.

Now this backbone is snapping under the weight of outsourcing! What will happen to the millions of Americans who achieved middle class prosperity through the creative outlet of making things and through hard work?

Not to despair, however, because E&E intends to keep chugging along as long as the Good Lord will continue to bless us all and grant us wisdom.

Double Amputation

Cont. from Page 4

A willful violation is one committed with an intentional disregard of the requirements of MIOSHA regulations, or plain indifference to employee safety and health. A serious violation exists where there is a substantial probability that serious physical harm or death can result to an employee.

The company was also cited for 25 other-than-serious violations, with no monetary penalties. An other-than-serious violation is a condition that would probably not cause death or serious physical harm but would have a direct and immediate relationship to the safety and health of employees.

The company has filed a first appeal of all items while they attempt to reach a settlement with the department.

MIOSHA Power Press Services

According to MIOSHA Director **Doug Kalinowski**, taking the time to follow MIOSHA regulations could have prevented this tragic accident. "We are dedicated to working with employers and employees to prevent workplace injuries and illnesses," said Kalinowski. "We have 36 safety and health consultants available who can assist employers to make their workplaces safe."

Because of the significant hazards associated with power presses, the MIOSHA Strategic Plan has a performance objective to address amputation injuries. The MIOSHA Consultation Education and Training (CET) Division provides a wide range of educational services for employers with power presses.

The CET Division regularly offers two workshops across the state for power presses. The "Power Press Safety and Health" seminar provides a comprehensive review of MIOSHA Part 24, Mechanical Power Presses. The seminar covers evaluation and selection of safe guarding methods, identification of potential health hazards, and implementation of machine specific lock-out procedures. The program also covers the most frequently cited Part 24 violations.

The "Guarding for Manufacturing" seminar identifies the basic types of machine safeguards, including fixed barrier, interlock and adjustable guards, as well as the use of safety devices in addition to or in place of guards. Job Safety Analysis is emphasized as a tool to recognize the hazards presented by machines and to aid in the selection of appropriate safe-guarding means.

"Mechanical power presses are one of the most hazardous machines for workers," said Kalinowski. "If any employer or employee has questions about power press safe-guarding, they are urged to call MIOSHA for information and guidance." For power press safety information, please contact the CET Division at 517.322.1809. ■

Success Stories

Cont. from Page 5

Johnson Technology, Inc.

Johnson Technology, Inc., in Muskegon brought their reportable incident rate from 12.8 to 2.2 over a three-year period (compared with the industry average of 11.8) earning them the highest award MIOSHA has to offer; the Michigan Voluntary Protection Program (MVPP) Star Award that recognizes truly exemplary programs while exempting them from programmed inspections.

"We are extremely proud of this achievement, which recognizes each Associate who worked so hard for Star status," said **David Yacavone**, President. "This is the ultimate demonstration of Johnson Technology's commitment to our workers' safety and health, while at the same time making the company more competitive."

How to Begin

Some specialized studies from NIOSH (National Institute of Safety & Health) indicate that worksite changes for safety and health usually pay for themselves within two years: mostly through reduced accident and work-comp payments, but also through indirect costs such as productivity, worker replacements, training costs and employee morale.

If a company is ready to implement change and eliminate injuries and illnesses in their workplace what are some ideas on how they begin?

1) Form a Team – get input from several areas such as first-line supervisors, purchasing, engineering and employees. Often the best resource for information about the workplace comes from the employees. Offer a forum for honest information exchange and be willing to try what sometimes seem to be radical ideas. Do not let "we never did it like that before" hinder your ability to see innovation when it comes disguised as an improbable idea.

2) Collect Data – review records, look for trends, frequency and severity, analyze what should be changed and what steps were taken to implement the change. Determine a starting point, set and get agreement to the ultimate goal. Be realistic on what can be achieved, but don't be afraid to make the goal significant. Seek and assure commitment to that goal from the plant manager to every employee using team members to explain and support new ideas.

3) Data Analysis – systematically analyze data to assure that any changes are effective. Decide what improvement will look like and don't be afraid to back up, regroup and rework when an idea is not working effectively. Deter-



Lacks Enterprises re-designed their work environment and their workflow in all of their plants, to minimize ergonomic risk factors.

mine the tools to be used to measure effectiveness such as questionnaires, accident records, etc.

4) Share Results – Let everyone know what outcomes are occurring – bad or good. The more informed employees are, the more they will support the actions and future efforts to make safety and health changes in the workplace.

Webasto Roof Systems

Gary Bucholz, Health Safety & Environmental Manager for **Webasto Roof Systems**, whose Michigan plants are in Livonia and Rochester, reported at a recent conference that his company had realized a savings of approximately \$1,000,000 in workers' compensation and medical bills over the past two years.

Upon evaluation of the recent safety and health emphasis of **Webasto**, Buchholz found their incident rate was reduced 78 percent, and also significantly, customer satisfaction rose an astonishing 85-90 percent! As Bucholz put it, "Safety is not number one, everything is number one on an equal playing field." The bottom line for our colleagues is to, "secure our jobs" by paying attention to all aspects of productivity, customer satisfaction, and quality.

CET Services

As part of its strategic plan, the CET Division is focusing on assisting employers create viable programs to reduce injury and illness. For information on CET Division safety and health programs and training, or to contact a CET consultant for advice and consultation, please call 517.322.1809.

Making changes in the workplace is not easy whether it be a new piece of machinery, a new production or process or integrating safety and health into everything a company does.

Improving worker safety and increasing productivity is a continual process and requires constant evaluation and communication. Keep committees active, post results, offer means for all employees to offer ideas on all aspects of the business and provide feedback that an idea was evaluated and the results of that evaluation. ■

Reducing Ergonomic Risks

Cont. from Page 6

explained that using lift assist equipment had to "become the accepted way and not the exception." With management commitment and direct care staff involvement, Gratiot Community Hospital brought in multiple equipment vendors, set up and displayed the equipment in the auditorium, and set aside an entire day for staff to use the lift assist equipment to simulate tasks done every day in the hospital on all shifts.

Management and staff reviewed vendor proposals and employee feedback on the lift assist equipment. Gratiot's management committed \$250,000 for lift-assist equipment over three years. Prior to the July 2003 kick-off, the hospital conducted 60 days of clinical training for Gratiot Transfer Mobility Coaches (TMCs). Training involved hands-on use of equipment, coaching techniques, role-playing and scenarios, and peer training for staff competencies. The TMCs then trained all Gratiot clinical staff.

Ms. Boyce reported that the program was intense in the initial phase, but well worth the effort. As a result of implementing the no-lift program, there has been a 60 percent reduction of injuries from July 2003 to March 2004; and the facility has been recognized by the Michigan Hospital Association with the "Outstanding Safety Achievement Award." (Please see Page 7 for more details.)

Hilltop Manor HCC

Hilltop Manor HCC, located in Roscommon, implemented a lift-free program in 1995. **Pat Beasley, R.N.**, Director of Nursing, shared that it was hard to get the staff to be compliant with the no-lift policy. Staff was sure that the use of equipment would slow them down. In fact, it took almost a year and a half to fully implement the program. Ms. Beasley reported that, "You can only be nice for so long. Management has to be fully committed. It is too easy to take short cuts."

At Hilltop Manor, an ergonomics policy is actively enforced, and the no-lift policy basically states, "You will use the lift assist equipment or you won't work at Hilltop Manor." Ms. Beasley stressed the program will not succeed if a facility does not have enough lift-assist equipment and slings. As a result of fully implanting an ergonomics program, the number of days away from work due to workplace injuries has been reduced at Hilltop Manor from 1083 days away in 1995 to only seven days away in 2003.

A Special Thanks

I'd like to offer a special thank-you to the 16 facilities below for sharing their best practices and successes with the MIOSHA program:

- **AuSable Valley Home**, Fairview,
- **Bay County Medical Care Facility**, Essexville,
- **Church of Christ Care Center**, Clinton Township,
- **Gilbert Residence**, Ypsilanti,
- **Gratiot Community Hospital**, Alma,
- **Health Source Saginaw**, Saginaw,
- **Heartland Healthcare University**, Livonia,
- **Huron County Medical Care Facility**, Bad Axe,
- **Hilltop Manor HCC**, Roscommon,
- **Howell Care Center**, Howell,
- **Iosco County Medical Care Facility**, Tawas City,
- **Lutheran Home of Michigan**, Livonia,
- **Mackinac Straits Hospital**, St. Ignace,
- **Masonic Pathways**, Alma,
- **Pine River Health Care**, St. Louis,
- **Rivergate Health Care Center**, Riverview.

CET Healthcare Services

Employers are encouraged to analyze their workplaces for ergonomic hazards and implement ergonomic solutions to reduce or eliminate workplace exposures in long-term care. Employers can contact the **Consultation Education and Training (CET) Division** to request a visit from a safety or health consultant to provide training, review programs or make recommendations for improvements.

CET consultants are available to conduct on-site services to nursing homes and long-term care facilities. Consultation and training activities are free, voluntary and performed by a staff separate from enforcement activities. For more information, please call the **CET Division at 517.322.1809**. ■



Mary Phillips, R.N., and Jenny McKowen, U.A., demonstrate the new lift assist equipment used at Gratiot Community Hospital in Alma.

Michigan Survivor Workshops

Are You Playing by the EHS Rules?

It's all about "**Survival of the Fittest**." If you have anything to do with environmental, health, and safety (EHS) regulations—don't miss this workshop.

At the "**Michigan Survivor Crash Course in EHS Regulations**" workshop, staff from the Michigan Department of Environmental Quality (DEQ) and the Michigan Occupational Safety and Health Administration (MIOSHA) will outfit you to withstand and excel during your next site inspection.

DEQ and MIOSHA inspectors visit businesses like yours every day—what are they looking for?

Attend this workshop to:

- Get an inside glimpse at what inspectors look for during air, waste, and wastewater inspections.
- Learn which regulations apply to your business and what you must do to comply.
- Take the mystery out of MIOSHA! Join staff as they put MIOSHA health and safety regulations into language you can understand.

Don't get caught not playing by the rules. Why put your employees, the environment, and your reputation at risk? Learn how to prepare for an inspection, achieve compliance, and stay there! It's easy—sign up for your crash course today, and increase your odds of survival.

As an added bonus, you'll receive the newly updated, 400-plus page "**Michigan Guide to Environmental, Health, and Safety Regulations**." Developed by DEQ and MIOSHA, this survival guide provides a comprehensive overview of the EHS regulations that affect businesses in Michigan. This tool will put you a step ahead of the rest!

June 17 Bay City

DoubleTree Hotel

June 22 Grand Rapids

Airport Hilton

June 25 Plymouth

St. John's Conference Center

June 29 Novi

Hotel Baronette

July1 Mackinaw City

Ramada Inn Conference Resort

Registration: Contact the **Environmental Assistance Center** at 800.662.9278.

How To Contact MIOSHA

MIOSHA Complaint Hotline 800.866.4674
Fatality/Catastrophe Hotline 800.858.0397
General Information 517.322.1814
Free Safety/Health Consultation 517.322.1809

Director 517.322.1814 **Doug Kalinowski**
Deputy Director 517.322.1817 **Martha Yoder**

DIVISION	PHONE	CHIEF
Appeals	517.322.1297	Diane Phelps
Construction Safety & Health	517.322.1856	Bob Pawlowski
Consultation Education & Training	517.322.1809	Connie O'Neill
General Industry Safety & Health	517.322.1831	John Brennan
Management & Technical Services	517.322.1817	John Peck
OFFICE	PHONE	MANAGER
Asbestos Program	517.322.1230	George Howard
CET Grant Program	517.322.1865	Jerry Zimmerman
Employee Discrimination Section	248.888.8777	Jim Brogan
MIOSHA Information Systems Section	517.322.1851	Bob Clark
Standards Section	517.322.1845	Marsha Parrott-Boyle

Website: www.michigan.gov/miosha

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Michigan Occupational Safety and Health Administration
Director: Douglas J. Kalinowski

The MIOSHA News is a quarterly publication of the Michigan Occupational Safety and Health Administration (MIOSHA), which is responsible for the enforcement of the Michigan Occupational Safety and Health (MIOSH) Act.

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